

APPENDIX A



METROPOLITAN POLICE

DIRECTORATE OF INFORMATION

Governance and decision making for the C3i Programme
Revised report

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1. Purpose

This report makes recommendations to ensure that the C3i decision-making structures support the achievement of the long-term objectives of the programme.

2. Recommendations

2.1 That the revised delivery structure set out at Figure 1 is agreed (paragraph 4.7).

2.2 That the revised top-level governance structure set out at Figure 2 is agreed (paragraph 5.1).

2.3 That the Action Plan set out at Annex A is agreed.

2.4 That the draft Terms of Reference set out at Annex B are noted and are submitted to the Groups for detailed consideration.

2.5 That the revised C3i meeting cycle set out at Annex C is agreed.

3. Introduction

3.1 The recent report on governance and decision-making for the C3i programme (reference TTP-500066-REP-0780) provided an assessment of existing governance arrangements for the C3i programme and made recommendations to strengthen the current structure.

3.2 This report builds on that piece of work, incorporating recommendations from Impact Plus, feedback from senior MPS and MPA management and the recent re-assessment and clarification of the on-going role of Lockheed Martin in programme delivery. The recommendations are also informed by the recent review of scope and the emerging Transition Strategy.

4. Roles and Responsibilities

Successful delivery of the C3i programme can be grouped into four key areas of responsibility. Together, they have to design, prepare and implement a critical service for the people of London. The key areas are set out below:

4.1 **C3i Service:** Setting up the new service, ensuring that it is ready to operate in the new facilities. Ensuring that the appropriate staffing resources necessary to operate in the C3i environment are secured within the context of the overarching MPS strategy for Demand Management. This should be the responsibility of the C3i Service Director.

4.2 **MPS Environment:** Ensuring that Territorial Policing and Specialist Units are ready to interface with the C3i service within the context of the wider Modernising Operations initiative. This should be the responsibility of the Senior User.

4.3 Technology and Infrastructure: Delivering the key enablers of buildings and technology to support the C3i service within the context of the wider MPS Information Strategy. This should be the responsibility of the Information Programme Group Director.

4.4 Integration and Control: Ensuring effective programme management, financial and quality controls and the co-ordination and integration of work streams to ensure the successful delivery of both the business and technology elements of C3i using a 'release-based approach'. Essential elements of this will be the creation of a Programme Office and Design Authority. This should be the responsibility of the C3i Programme Director supported by the new role of **Programme Delivery Manager**.

4.5 Reporting to the Programme Director, the Programme Delivery Manager will be responsible for programme management, transition, business assurance, release management and the day-to-day direction of LM activities.

4.6 **Workstream Delivery Managers** will be identified from within each of the three key areas to support the Programme Delivery Manager in ensuring cross-programme integration.

4.7 The revised delivery structure is illustrated below. It is important to note that this figure shows the programme delivery structure and not the organisational reporting structure that will be put in place.

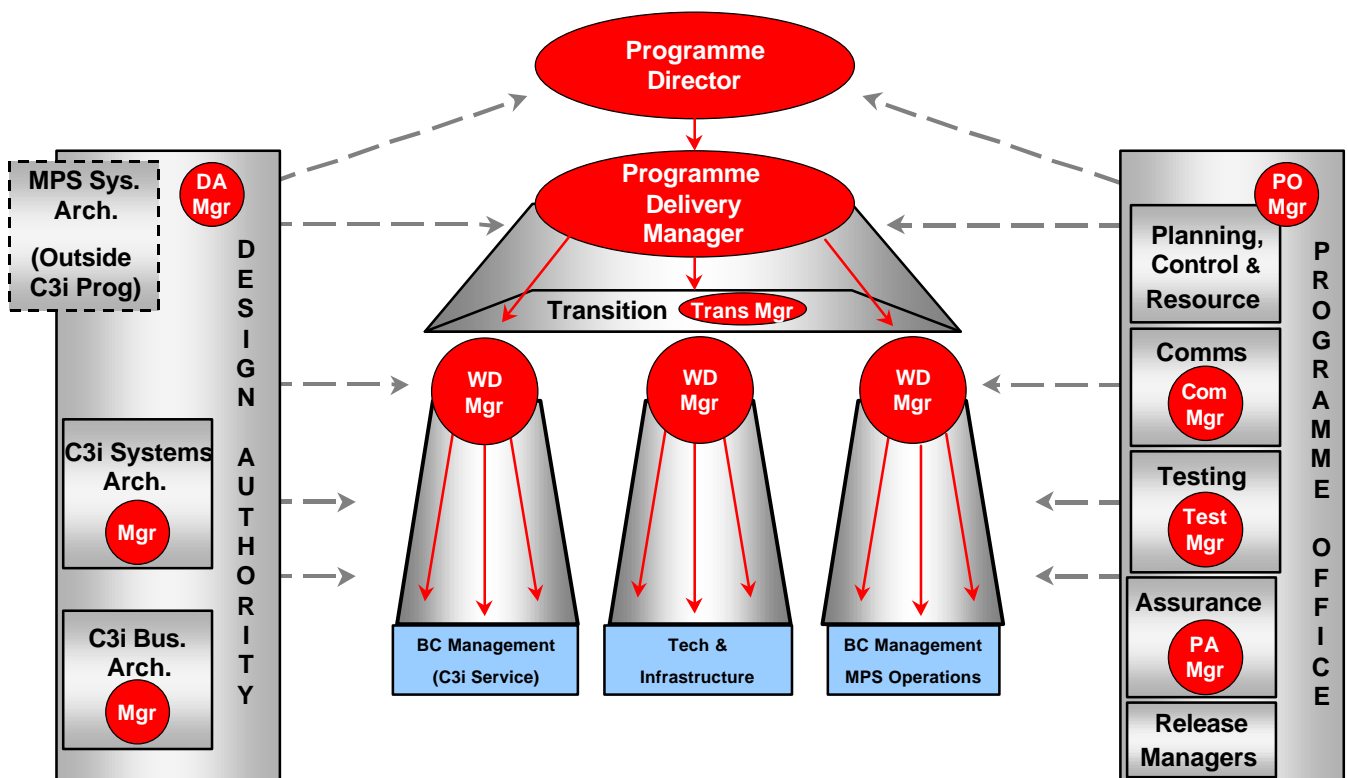


Figure 1: Roles, responsibilities and interfaces

4.8 Lockheed Martin has an important role in supporting the MPS within workstreams and individual projects across the C3i programme.

5. Proposed Way Forward

5.1 Based on the roles and responsibilities identified in Section 4, Figure 2 below sets out a diagram showing the proposed new top-level structure. This is based on debate and discussion between the MPS, MPA, Impact Plus and Lockheed Martin.

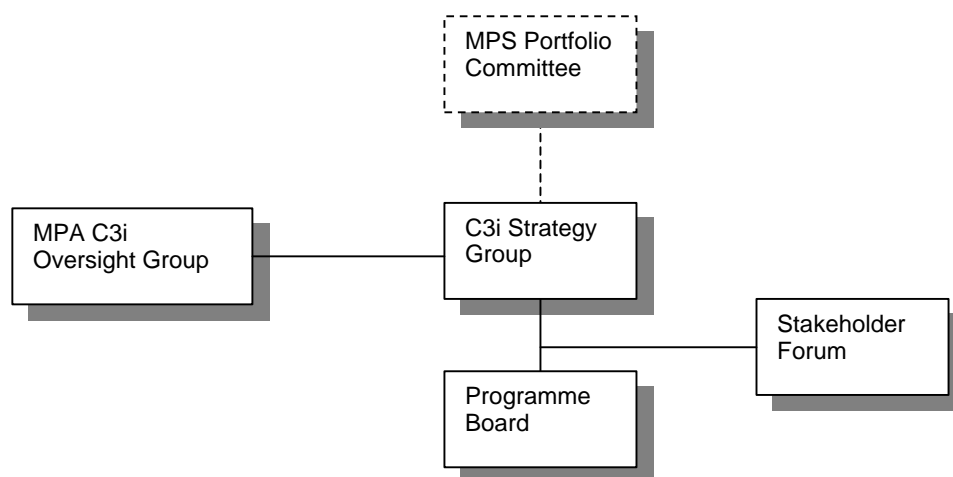


Figure 2: C3i Decision Making Structure- Proposed arrangements

5.2 C3i is one of a number of important strategic investment programmes that the MPS is implementing as part of its drive towards a safer London. It is proposed that an **MPS Portfolio Committee** is created to take a high level overview of all MPS initiatives to ensure strategic alignment across the service. The Portfolio Committee would ensure alignment of programmes with MPS-wide priorities, provide strategic business case validation and make recommendations to Management Board and the MPA on the provision of financial and other scarce resources to best achieve overall policy objectives.

5.3 The **Stakeholder Forum** is an important consultative group that involves all key stakeholders in the C3i programme and contains a wealth of experience. It should be informed of the progress and major programme decision points every two months and should endorse key strategic decisions and provide a Best Value challenge function. The Stakeholder Forum replaces the Steering Group and will draw its MPA membership from the Oversight Group.

5.4 The MPA has a key legislative role in the C3i governance framework. It is responsible for the overall allocation of resource to C3i and for setting policing priorities for London. It is proposed that an **MPA C3i Oversight Group** is formed to support elected members in the exercise of their scrutiny function and to give MPA members the opportunity to shape strategic decisions. The Group will focus on finance, resources and the business case and will ensure that the strategic focus of the programme is maintained. The Oversight Group will also provide a single, coherent, communication channel into the wider MPA by providing regular reporting on C3i via COP. Terms of Reference and membership of the Group will be determined by the MPA but it is anticipated that the Group will comprise the membership of the Strategy Group and four MPA members, at least one of which will be an elected representative. In addition, quarterly meetings will take place with the **Home Office** as the major provider of funds for the programme. These meetings will be attended

by MPS and MPA officers and chaired by the Home Office. Monthly reports will be provided by the C3i SRO and the Programme Office.

5.5 In order to strengthen executive decision-making and provide pro-active leadership and direction it is proposed that a **C3i Strategy Group** is formed. Chaired by the Deputy Commissioner, the group should provide an operational steer, set overall targets, monitor progress and report information of a strategic impact to the MPA C3i Oversight Group. It will ensure that necessary and sufficient resources are available to deliver the programme. It will consider business and technical risks, agree transition and ensure the delivery of business benefits. The Group will also need to address affordability and desirability issues and ensure that programme controls are rigorously re-enforced. The group will comprise MPS senior managers, the Clerk to the MPA and the Treasurer.

5.6 To enable the group to carry out this function a number of structural supports need to be enhanced namely, clear processes of escalation and delegation, effective agenda and decision management and a lifecycle approach to decision making. The key activities required are set out in the **Outline Action Plan** at Annex A.

5.7 The **Programme Board**, chaired by the Programme Director, will monitor progress on the three key activity areas to provide a coordinated reporting line to the Strategy Group. It should also manage the delivery of, and interfaces between, different elements of the programme. It will ensure that programme controls are implemented across the programme and that delivery is executed in accordance with the Transition Plan.

5.8 Underpinning the Programme Board it is proposed that a **sub structure** is developed to support the three key streams of activity identified in the previous section:

C3i Service Change
Technology and Infrastructure
MPS Environment (C3i element of Modernising Operations)

5.9 It is also proposed that the appropriate elements of the C3i programme will be subject to the scrutiny of the **IMSG Audit and Benefits Realisation Sub Group**, in line with other major DOI programmes and projects. This Group will consider in more detail technical risks, delivery of technical benefits and synergies with other DOI activities. The authority levels and tolerances that apply to individuals and boards in making decisions that may affect time and cost are in the process of being defined and will form an Addendum to this report.

5.10 Draft Terms of Reference for the Stakeholder Forum, Strategy Group and Programme Board are set out at **Annex B** to this report. The MPA will determine Terms of Reference and membership for the C3i Oversight Group.

5.11 A revised meetings cycle for the programme is attached at **Annex C**.

Annex A**Outline Action Plan**

Outcome	Action needed	Lead Officer	By when (end of)
Governance structures	Agree action plan and allocate activities and responsibilities		Feb 2003
	Produce programme management plan identifying the key programme management activities to be carried out over the next 18 months.		March 2003
	Agree Strategy Group Terms of Reference, purpose, remit and membership		March 2003
	Agree revised Stakeholder Forum Terms of Reference including purpose and specific role and responsibilities and membership		March 2003
	Agree revised Programme Board Terms of Reference including purpose and specific role and responsibilities and membership		March 2003
	Produce revised organisation chart to clearly define levels of authority		March 2003
	Issue standard Terms of Reference template and guidance for all other programme level or project level groups for completion in the context of the Transition Plan		March 2003
	Review completed TORs of other groups within the context of the performance management plan and the Transition Plan to identify overlaps, duplication, gaps and rationalize as appropriate		April 2003
Decision making process	Devise schedule of key decision and reporting points for 2003 adopting a 'lifecycle' approach to ensure that the overall direction is clear within the context of the Transition Plan and programme management plan		March 2003

Outcome	Action needed	Lead Officer	By when (end of)
	Agree the detailed roles, responsibilities and authorities of the Programme Delivery Manager, Workstream Delivery Managers and Design Authority within the programme		March 2003
	Agree the role and remit of Lockheed Martin and establish partnership mechanisms to consolidate the on-going MPS/LM relationship		March 2003
	Draw up an escalation process that allows for urgent actions to be taken outside of the meetings cycle		March 2003
	Draw up common report format for decision making bodies that clearly identifies the actions or decisions required and any potential impact on Transition		Feb 2003
	Identify key management information needed for decision making and develop information management and reporting process within the context of existing KPIs.		March 2003
	Create robust feedback mechanism to ensure that decisions made by Stakeholder Forum, Strategy Group and Programme Board are communicated back into the programme and the wider organisation		March 2003
Programme controls	Set programme tolerance levels so that issues are resolved and decisions made at the appropriate level within the context of the MPS corporate governance systems		March 2003
	Agree programme assurance processes including the linkage to the Audit and Benefits Realisation Sub Cttee		March 2003
	Agree scheme of delegation so that individuals and forums are clear on their responsibilities and accountabilities within the context of the MPS corporate governance systems		April 2003
	Communicate revised approach		April 2003
	Review governance arrangements as the programme moves further towards implementation		On-going

C3i Stakeholder Forum – Draft Terms of Reference

Purpose

The C3i Stakeholder Forum is responsible for endorsing major decisions and ensuring that the views of major stakeholders are reflected in the C3i decision-making process. The Stakeholder Forum will provide a supportive challenge function for the programme and will receive regular progress reports.

Objectives

To provide strategic scrutiny for the C3i programme and to ensure that the views of key stakeholders are incorporated into all major decisions.

Membership

Chair: Senior Responsible Officer

Members: As per previous attendance at C3i Steering Group
MPA members from Oversight Group

In attendance: Impact Plus Consultant

Secretariat Support: Programme Office

Meeting cycle: Every two months

Specific responsibilities

1. To review and endorse major decisions in relation to the C3i programme.
2. To monitor and scrutinise the progress of the programme at a strategic level, testing and challenging performance and programme delivery.
3. To act as a communications interface between the programme, key stakeholder organisations and other initiatives.
4. To periodically review the programme and performance management frameworks governing the programme
5. To periodically review the membership of the Forum and to ensure that members receive appropriate support for their roles.

C3i Strategy Group – Draft Terms of Reference

Purpose

The C3i Strategy Group is the executive authority for the programme, subject to the oversight of the MPA. It is responsible for ensuring that the C3i programme meets the strategic objectives and delivers the projected benefits to the organisation. The Strategy Group will ensure that the programme maintains a business change focus. The Group will take strategic decisions, referring issues to the Oversight Group and the MPS Portfolio Committee where appropriate, and will provide pro-active leadership and direction over the life of the programme.

Objectives

To lead and direct the delivery of the C3i programme, set critical success factors and resolve strategic organisational and managerial issues.

Membership

Chair: Deputy Commissioner

Members: Director of Information
Programme Director
C3i Service Director
Senior User
Clerk to the MPA
Treasurer

In attendance: Impact Plus Consultant

Secretariat Support: Programme Office (action tracking)
MPS (all other business)

Meeting cycle: Monthly

Specific responsibilities

1. To establish and maintain formal, structured programme and performance management arrangements with a clear reporting structure and set of accountabilities over the life of the programme.
2. To agree the frequency, format, style and content of programme monitoring reports.
3. To set tolerance levels and parameters covering time, cost, functionality and scope changes for the programme and to agree exception processes.
4. To ensure that programme assurance processes and reporting procedures are established and cascaded through the programme.
5. To monitor and control the progress of the programme at a strategic level, referring issues to Stakeholder Forum and the MPS Portfolio Committee where appropriate.
6. To ensure that the programme is managed within the broader strategic context and to assess the implications of new developments on the overall business case.

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7. To hold projects to account on performance and delivery and to take decisions on remedial actions required, ensuring that the programme delivers Best Value to the MPA and MPS.
8. To lead on strategic communications issues, assigning clear responsibilities and testing whether messages have been effectively communicated.
9. To formally close the programme and to ensure that the business benefits are being realised.
10. To ensure that a post-implementation review is carried out.
11. To periodically review the membership of the Group and to ensure that members receive appropriate support for their roles.

C3i Programme Board – Draft Terms of Reference

Purpose

The C3i Programme Board is responsible for monitoring programme progress against the Transition Plan and in line with the Business Case, resolving issues where possible and providing a coordinated reporting line to the Strategy Group. The Board will manage the delivery of, and interfaces between, different elements of the programme. The Board will make operational decisions and provide pro-active management for the programme.

Objectives

To manage the coordinated release-based delivery of the C3i programme against the critical success factors, to take remedial action where necessary and to escalate issues to Strategy Group where appropriate.

Membership

Chair: Programme Director

Members: Programme Delivery Management, Project Managers, Senior User, Service Director, Design Office Management, Programme Assurance Management, other Directorate representatives as appropriate.

In attendance: Impact Plus Consultant

Secretariat Support: Programme Office

Meeting cycle: Monthly

Specific responsibilities

1. To ensure that the programme and individual projects are on track against all releases in the Transition Plan.
2. To ensure the programme delivers the benefits within the funding envelope as defined in the Business Case.
3. To review exceptions, take remedial actions or escalate issues to Strategy Group with a recommended course of action.
4. To assess and address the impact of changes at project level on other elements of the programme.
5. To review new requirements or corporate changes and to instigate new projects.
6. To monitor financial and resource commitments for the programme, identifying and escalating any significant variations.
7. To monitor activity against the Communication Plan, taking remedial action where necessary.
8. To provide a coordinated reporting line to the Strategy Group, supporting the Programme Director in the management of the programme.
9. To periodically review the membership of the Board and to ensure that members receive appropriate support for their roles.

C3i Revised Meeting Cycle

The following C3i meeting cycle is proposed:

Stakeholder Forum will meet every two months to consider any issues of a strategic nature and overall programme progress.

C3i Oversight Group will meet on a monthly basis, following Strategy Group.

Strategy Group will meet on a monthly basis, in the week before Stakeholder Forum.

Programme Board will meet monthly, in the week before Strategy Group.

Portfolio Committee will meet on a cycle to be determined by the MPA/MPS

All other forums will adopt a meeting cycle that ensures that they support this reporting structure.

An escalation process will be developed to ensure that decisions can be made outside of the reporting cycle if imperative for the programme. A clear audit trail of any such decisions will need to be maintained.